
Integration Partner Integration & Leadership Executive Achievement Report (Deliverable 126.1.1a) January-February 2003

Executive Summary

The Integration Partner Integration Leadership provides FSA leadership, the project managers, business architects, and technical architects on the Integration Partner program with the key leadership oversight, enterprise focus, and strategic direction to fulfill the goals of FSA's integration program. At the present time, the FSA Integration program is in a checkpoint phase as it works to shape and align initiatives with current strategic goals that will lead to a suite of fully integrated student services that are primarily electronic, self-service and real-time.

Integration Leadership Support & Direction Setting

Summary

Integration Partner supports FSA Leadership's establishment of actions required to drive the development of integration projects and initiatives. Continued discussions and negotiations are underway to determine the future roles of the Integration Partner as it relates to leadership and integration activities.

Integration Progress

The following synopses outline progress towards major initiatives within the Integration Partner program, including Integrated Data Strategy, Case Management & School Oversight (CMO), Common Origination and Disbursement (COD), Common Services for Borrowers (CSB), Integrated Application Processing (IAP) and NSLDS Reengineering.

○ **Integrated Data Strategy**

- ✓ A task order is under development for the overall Integrated Data Strategy task. All current work is being completed via an ATP. Tasks include the data integration activities relating to Technology Strategies, Consistent Data, XML Framework/ISIR, Common Identifiers and the SAIG Capacity Analysis.
- ✓ The following Data Strategy efforts are underway:
 - Continued definition of the Technology Strategies business objectives.
 - Continued definition of the business objectives and as-is data flows for Consistent Data.
 - Continued formalization of the XML Strategy and Approach and draft the XML ISIR schema.
 - Continued development of conceptual designs and approach documents for the student and school identifiers.
- ✓ Consistent Data (overall Data Strategy)- The Integration Partner is working with FSA's Keith Wilson and Paul Hill to:
 - Determine the strategic focus areas necessary to develop a cohesive enterprise-wide data strategy

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- Identify the high-level Consistent Data approach
 - Map the business flow of data across the enterprise
 - Define source systems for all major data areas and identify all systems that will receive a copy of source system data
 - Development of a Quality Assurance strategy and Implementation Plan
 - ✓ Technology Strategies- The Integration Partner is working with FSA's Denise Hill and Ganesh Reddy to define the business objectives and develop an implementation and sequencing plan for key technology areas including portals, web services, data access and storage (data marts and data warehousing), internal data exchange, and external information access (FSA Gateway).
 - ✓ XML Framework and ISIR- The Integration Partner is working with FSA's Holly Hyland and Jeanne Saunders to:
 - Define an enterprise XML Strategic Assessment and Enterprise Vision that will assist FSA to use XML for internal and external communications
 - Develop the XML ISIR schema
 - ✓ Common Identifiers- The Integration Partner is working with FSA's Jeanne Saunders and Paul Hill to define the overall solution and sequencing plans for the Common Student Identifier (CSID) and the Routing ID (School Identifier).
 - ✓ SAIG Capacity Analysis- The Integration Partner is working with FSA's Keith Wilson and Yolanda Broooks to develop the SAIG Capacity Analysis Plan to analyze the increased capacity impact of the XML ISIR.
 - ✓ Enrollment and Access Management- Integration Partner is working with FSA's Keith Wilson to develop business objectives and high-level requirements for a common enrollment and access management process for FSA applications.
 - **CMO**
 - ✓ A task order is under development for the Case Management and Oversight Process Reengineering task, to include compilation of as-is requirements related to PEPS, complete the target state definition for CMO, develop the related sequencing plan and begin requirements definition. Working under the Case Management ATP, efforts are currently underway to document the as-is requirements for PEPS and CMO and define the CMO target state.
 - **COD**
 - ✓ The COD solution continues to move forward towards Release 2.0. The current release provides FSA with a core, single integrated solution to manage aid originations and disbursements.
 - **CSB**
 - ✓ The Common Services for Borrowers task order expired at the end of February. A task order modification is under development for continued Integration Partner support.
 - **IAP**
 - ✓ A task order is under development for the ED PIN Reengineering Analysis project. This project will document and publish the enterprise standards for using the ED PIN system and update the requirements and associated processes while developing a plan for technical upgrades.

- **CRM4FSA**

- ✓ Integration Partner has submitted the CRM4FSA invoice to FSA. Ongoing discussions and negotiations between Integration Partner and FSA are underway.

In addition to the activities summarized above, the Integration Partner will continue to work with the FSA Deputy CIO to finalize the initial draft of the FSA Integration Vision. The Integration Partner received and incorporated minor feedback from FSA, which has been provided the FSA Deputy CIO. It is our understanding that the FSA COO is still reviewing the document. Integration Partner has recommended that the FSA Business Integration Group review the draft Integration Vision. Tasks will include reviewing the Vision document with the FSA Management Council and the Business Integration Group (currently scheduled for presentation to the Business Integration Group on March 11).

Program Leadership & Integration Issues

The following synopses summarize concerns around major integration initiatives within the Integration Partner program.

- **Integrated Data Strategy**

- ✓ The long-term direction for NSLDS reengineering needs to be defined. Without this direction, the overall Data Strategy cannot be finalized, specifically the Quality Assurance Plan and data cleanup efforts.
- ✓ Discussions are underway to finalize the scope of FY03 activities. FSA should come to a conclusion on scope by mid to end of March or performance plan goals will not be achieved.

- **CMO**

- ✓ Failure to complete the PEPS-eZ-Audit interface by March 21, 2003 will delay the start of eZ-Audit operations, which is currently projected to begin on April 1, 2003. Any delay will add additional costs to the Accenture contract in order to retain the development support until eZ-Audit goes into operation. FSA will incur an estimated \$150K in Accenture resource costs for every two-week delay beyond March 21.

- **COD**

- ✓ The Integration Partner believes that the postponement of the development of a single sign on (SSO) solution will affect the COD delivery. At the present time, the Loan Origination system provides a bi-lateral sign on capability to the Direct Loan Servicing System (DLSS). To enable the future single sign on interface between COD and DLSS, a decision needs to be made whether an enterprise SSO solution should be developed or whether COD should develop a sign on/authentication solution that meets its needs. Current timetables plan for the retirement of the Loan Origination system this fall. Any planned development of an SSO solution will need to be completed no later than the start of GFY2004. Risk of not developing an enterprise solution includes: lack of interoperability with majority of FSA systems and risk of increased development and deployment costs.

- **CSB**

- ✓ The CSB task order expired at the end of February. An ATP was awarded for \$300,000 on March 4, 2003 for a period of performance through March 26th. In addition, the Integration Partner received two SOO's for support of the CSB evaluation process—one for March and another for April through September. The SOO for the March period of performance does not request any further support from Integration Partner for the development of the overall CSB SOO, scheduled for release in April. Since the ATP award was less than expected and the estimated scope of work was reduced, Integration Partner was required to reduce the CSB team size and shift team priorities in order to meet the reduced scope within the funding boundaries. The Integration Partner is currently assessing the level of work requested and will determine whether the work requested can be accomplished within the period of performance. The scope of work requested in the April-September SOO is less than what was indicated in previous discussions. Integration Partner will need to work with FSA to understand how the overall CSB solution evaluation and vendor selection efforts will be achieved by FSA given the significantly reduced support requested. Given the Integration Partner's estimate of effort required to complete a source selection by October 2003, it is not known which additional FSA resources will be made available to complete the necessary tasks.

- **Integrated Aid Processing (IAP)**

- ✓ FSA's EDExpress Reengineering initiative is moving forward without the involvement of Integration Partner, who is leading integration efforts that have dependencies with the EDExpress suite of applications. Given this approach, the integration between the EDExpress Reengineering solution and other major integration initiatives may not be maximized.
- ✓ Planning and requirements for the Students Portal Release 3.0 wrapped up in January 2003. No further activities will be performed until Release 2.0 is deployed. A task order modification is under development to proceed with Release 2.0 activities; however, we are unable to proceed with activities until the System of Record packet is submitted to OMB.
- ✓ FSA's annual cycle for the development of the next FAFSA application (FAFSA 8.0) should begin within the early May timeframe. At the present time, the annual performance testing that was performed by the Integration Partner in support of previous releases has not been planned nor contracted for release 8.0. As current monitoring capabilities for web applications are reactionary, any new requirements for web applications would also provide FSA an opportunity to proactively monitor risks and potentially prevent outages. Based on our review of FSA's strategic action items, any work associated with the FAFSA 8.0 product is not on the January 27, 2003 FSA action item list.
- ✓ Progress is being made within the Data Strategy initiative to address the development of an XML Framework that takes into account ISIR needs and requirements within CPS. It is important that discussions addressing other major upgrades for the CPS system begin and related plans are completed.

- **NSLDS Reengineering**

- ✓ Currently no work is being done in this area. There continues to be potential in this area for reengineering given the Mainframe to Mid-Tier study delivered to FSA in December showed a greater than 2 to 1 cost advantage for the mid-tier solution.
- ✓ The Integration Partner team believes that NSLDS II requirements should be determined as indicated in FSA Action Item 24 which states, "Conduct NSLDS II Analysis and begin phased implementation of solution". Since NSLDS is a key data repository and reporting tool, its future direction should heavily influence the Data Strategy task that is currently in the start-up phase.

FSA Business Integration Group

The Integration Partner provides business, technical and integration support to the FSA Business Integration Group (BIG). Accomplishments have included involvement in key integration discussions and presentations, continued management of project dependencies and related timelines among FSA's various integration projects and initiatives, meeting minute/action item documentation and management of the agenda for future BIG meetings. Key integration discussions and decisions for the month of February included:

- 2004-2005 Annual Cycle Activities
 - Identified key schedule and deployment dates for annual cycle activities. An overall integrated timeline to be drafted by the Integration Partner for FSA BIG review.
 - Discussed possible system updates for the 2004-2005 annual cycle and related integration impacts for CPS, COD, FMS and CSB.
- Enterprise Ancillary Services
 - FSA Ancillary Services were discussed.
 - FSA utilizes imaging, printing, storage and archive retrieval (warehouse data diving) services in order to perform some business functions. It is believed there may be opportunities for cost savings through the centralization and/or consolidation of some of these services. Further analysis is warranted to identify costs and benefits and prescribe solutions.
- Minimum Hardware/Software Requirements
 - Discussed high-level plan for new hardware and software requirements identification. Enterprise dependencies need to be identified.
- eMPN+
 - The draft business justification was presented to the group.
 - This project will complete the development and implementation of an electronically signed Master Promissory Note for PLUS borrowers, completing FSA's initiative to offer an electronic signature option for all types of Direct Loans. Provided funding is approved, the implementation date is currently planned for July 1, 2003.
- Enrollment & Access Management
 - The Enrollment and Access Management target vision and implementation strategy were reviewed.

Integration Partner Project Dependency Tracking

In order to align the Integration Partner program with the business needs and strategic objectives of FSA, dependencies and related impacts for key integration initiatives must be identified. The Integration Partner continues to identify, track and manage project dependencies, which are maintained through multiple documents. The Dependency Tracking Log is under development with the FSA BIG and will be available in future reports.

Integration Partner Project Sequencing

Sequencing plans for key integration initiatives must also be managed at the program level. The Integration Partner maintains its program schedule (Integrated Master Schedule) which tracks Task Order start and end dates, major milestones and future projects. See attached document: Integrated Master Schedule (as of February 21, 2003).

Integration Efforts Planned for March 2003

The Integration Partner will focus on further developing the following integration areas:

- **Integrated Data Strategy**
 - ✓ A task order award is expected for March.
 - ✓ The following efforts are planned for the month:
 - Continued definition of the Technology Strategies business objectives and start of the technology options and analysis.
 - Continued definition of the business objectives and as-is data flows for Consistent Data.
 - Continued formalization of the XML Strategy and Approach.
 - Continued development of conceptual designs and approach documents for the student and school identifiers.
- **CMO**
 - ✓ A task order award is expected for March.
 - ✓ March efforts will include continued documentation of the as-is requirements for PEPS and CMO and identification of the CMO Target State.
- **COD**
 - ✓ The COD solution will continue to move forward towards Release 2.0, with testing and deployment activities scheduled for March.
- **CSB**
 - ✓ CSB March activities are pending the resolution of current March SOO issues.
- **IAP**
 - ✓ A task order award for both ED PIN Reengineering Analysis and the Portal Rollout Strategy is expected for March.
 - ✓ March activities for ED PIN Reengineering Analysis include beginning efforts to establish ED PIN as an Enterprise authentication service. This activity will include updating requirements, the technical architecture and associated capacity plans.
- **NSLDS Reengineering**
 - ✓ No activity is planned.



- **CRM4FSA**

- ✓ No integration activity is planned.
- ✓ Integration Partner will continue to address invoice questions with FSA.

The Integration Partner Integration and Leadership team will continue to work with these efforts to drive FSA's Integration Program towards the accomplishment of its overall goals.

Value Added

This section reports value delivered above and beyond anticipated activities.

- **Schools Channel**

- ✓ eCDR Deployment: Accenture assisted with the development of the business case to electronically send Cohort Default Rate reports in draft and final this year as a pilot. The pilot has been a huge success and FSA has decided to formalize this process and eliminate the paper reports. The business case estimated savings of \$500K - \$1M in the initial year; payback on investment was estimated at 4 months.



Progress Against FSA Strategic Objectives

The following table lists key Integration Partner activities and accomplishments (“Contributing”) towards FSA’s strategic objectives, as well as, delays or cancellations (“Detracting/Delayed”) that detract from FSA’s Strategic Objectives. Each is followed by an analytical assessment of the impact of those efforts towards FSA’s objectives.

Strategic Objectives	Contributing	Detracting/Delayed
FSA Systems Integration and Technology Solution Initiatives	<p>COD</p> <ul style="list-style-type: none"> Single origination and disbursement solution implemented in 2002. Release 2.x will enable retirement of existing legacy systems (RFMS and DLOS). <p>FMS</p> <ul style="list-style-type: none"> Core financial controls solution interfaces with major FSA operating systems. FMS provides major systems integration with over 8 FSA and DoED systems. <p>EAI Middleware</p> <ul style="list-style-type: none"> Middleware architecture enables legacy and modernized solutions to interact in an integrated and common language fashion. 	<p>Common Services for Borrowers</p> <ul style="list-style-type: none"> Delay in development will impact ability to integrate existing three legacy systems, DLSS, DLCS and DMCS.
Improve Program Integrity	<p>FMS</p> <ul style="list-style-type: none"> Core financial controls solution enables FSA achievement of clean audit <p>LaP/LARS</p> <ul style="list-style-type: none"> Implementation provides financial partners with ability to conduct transactions with FSA electronically 	N/A
Reduce Cost	<p>eZAudit</p> <ul style="list-style-type: none"> Development program on path to enable reduction in cost of managing audits of school financial statements 	<p>eZAudit</p> <ul style="list-style-type: none"> Solution awaiting PRA approval from OMB (in process). This delay will impact FSA’s realization of full cost savings as planned.
Reduce Cost (continued)	COD	



Strategic Objectives	Contributing	Detracting/Delayed
	<ul style="list-style-type: none">○ COD solution will begin to generate savings to FSA ahead of schedule in GFY2003	<p>CSB</p> <ul style="list-style-type: none">○ Uncertainty in the development of the CSB solution will impact the ability to reduce the costs of the existing legacy systems (DLSS, DLCS, and DMCS). <p>eServicing</p> <ul style="list-style-type: none">○ Delays in promoting the eServicing solution have impacted the ability to increase the savings stream. <p>NSLDS</p> <ul style="list-style-type: none">○ The decision to delay the development and implementation of the NSLDS II solution will impact FSA's ability to reduce its overall cost structure
Improve Human Capital Management	N/A	N/A
Improve Products and Services	<p>FAFSA (Jan 2003 Release)</p> <ul style="list-style-type: none">○ The recent release of FAFSA was performance tested by the Integration Partner. During simulated system peaks issues were identified and resolved. In addition, risk mitigation strategies and contingency plans were developed.	<p>CRM4FSA</p> <ul style="list-style-type: none">○ The decision to stop all work on the CRM4FSA solution may delay FSA's ability to deliver planned improved products and services to its customers.



Integration Program Level Risks & Issues

The following represent program level risks and issues that have been identified by the Integration Partner program. A superset of these risks and issues are reported by each project team on a bi-weekly basis, discussed within the Integration Partner and a specific sub-set are identified for escalation to FSA leadership within this monthly report.

Risk Watch List

#	Owner	Risk Description	Impacts	Dependent Parties	Risk Category	Open Date	Status	Mitigation Response	Severity	Probability	Level Of Control
5	eAudit	Ability to secure required regulatory changes.	Impact to operations costs, May delay outreach (Federal Register notice)	FSA-Jeff Baker and Randy Wolff	Operational & Financial	1-Feb	In-Progress	Revisit of issue by OGC and IG; Federal Register posting also needs update to include proprietary schools. School mandatory use of eAudit unlikely.	Critical	Very Likely	Moderate
3	COD	FSA may not have enough resources to review all deliverables by their due dates.	Impacts design, coding, test planning and test execution.	TSYS Development Staff	Operational	18-Nov	In-Progress	Meetings will be held to prioritize items to be reviewed by FSA.	High	Likely	Moderate
10	COD	Concurrent Development Effort – significant overlap between 1.x, 2.0, 2.1, 2.2 releases	Impacts schools, customer service and FSA users of COD	Trading Partner, /customer Service, FSA staff	Operational	1-Oct	In-Progress	Additional resources are being added to the team. Resource planning is being done	High	Likely	Moderate
7	EAI	Effort to support CSC's implementation of the staging environment may drain significant EAI team resources.	EAI resources are not available to support other EAI applications or implementations, impacting schedules.	Applications that depend on EAI support.	Operational	31-Jan	In-Progress	Working with CSC and FSA to help define the staging approach and implementation plan.	Medium	Likely	Moderate



#	Owner	Risk Description	Impacts	Dependent Parties	Risk Category	Open Date	Status	Mitigation Response	Severity	Probability	Level Of Control
9	eAudit	FSA adoption of new business processes to fully exploit the electronic submission advantages of eAudit.	Modifications to existing business procedures required to incorporate eAudit mods to process. These would be ideal for training.	FSA-Randy Wolff and Ti Baker	Operational	1-Oct	In-Progress	Revised business procedures to be completed by FSA eAudit staff. Staffing to complete task identified and assigned. Delivery to PIP for final authorization. PIP schedules for revision (late March) very close to application deployment to Case Teams.	Medium	Likely	Total

Issue Action Log

#	Owner	Issue Description	Impacts	Dependent Parties	Issue Category	Open Date	Target Resolution Date	Status	Priority	Proposed/Actual Resolution
7	COD	Requirements/design sign-off slips due to resource allocation to production problems.	2.0 and 2.1 Development	2.0 and 2.1 Development	Operational	15-Dec		In-Progress	2-High	Prioritize resources to review most critical deliverables.
4	Portal Rollout	The System of Record packet has not been submitted to OMB by ED/CIO due to delays between ED/CIO and ED/OGC.	There is a day-for-day schedule delay of the implementation of Release 2 of the Students Portal.	Students, Students Channel, ED/CIO, ED/OGC, OMB	Operational	1-Oct	28-Feb	In-Progress	2-High	Continued meetings with ED/OGC and OMB to address potential issues and speed up the process
3 9	Security and Privacy Support	Client Lead leaving FSA for a new opportunity in another Department. No successor has been named.		BearingPoint contractor	Operational	21-Feb	Open	New	4-Low	Proposed solution: Work with remaining FSA staff to ensure project continues successfully and all deliverable are met on



#	Owner	Issue Description	Impacts	Dependent Parties	Issue Category	Open Date	Target Resolution Date	Status	Priority	Proposed/Actual Resolution time